



Prospective Businesses:
Manage and Close New Business Leads

Manage and Close New Business Leads (NEWCO)

Goal:

- In 2019, increase the city's new business wins by XX%

Situation:

- NEWCO re-org announcement was in late September 2018.

Matrix Planning & Implementation Team:

- Department Lead: Tracy Dodson
- Team Members: Key City Economic Development Department staff, Peter Zeiler –Mecklenburg County, and the NewCo staff.

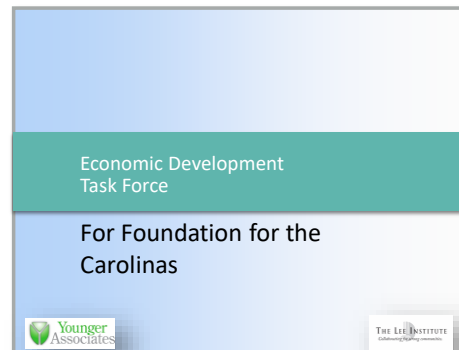
Manage and Close New Business Leads (NEWCO)

Input for Team's Planning & Implementation Development:

- Seamlessly transition new business project management from NEWCO/Chamber to the City of Charlotte.
- Create a broad MOU with key partners (Regional Partnership, Chamber, Mecklenburg County). Have this plan approved by all players before the NEWCO announcement to pre-emptively address questions sparked by the announcement.
- Building on the MOU, create an operations plan and 90-day transition plan - project management staff, systems, protocols, marketing materials, and data support system.
- Incorporate this operations plan and 90-120-150 day transition plan into this Strategic Plan.



The combined enterprise advances prior work and will sustain and enhance the economic growth, prosperity and global competitiveness of the Charlotte region.



The focus areas of the new enterprise are as follows:

BUSINESS RECRUITMENT, BRANDING AND PROMOTION, AND PUBLIC POLICY

- Prioritizes inclusivity and diversity in all actions
- Supports and facilitates regional business recruitment and retention and talent development
- Creates an environment for expanding successful entrepreneurship
- Bolsters research capabilities
- Broadens marketing communications outreach and engagement
- Establishes a new revenue model focused on broader regional outreach for memberships, sponsorship, program content/participation and other financial support

The new enterprise will reduce existing challenges and optimize opportunities.

CHALLENGES

- Confusion about roles — who does what
- Need for greater public policy engagement
- A desire for greater lead generation
- Competition for revenue
- Inconsistency in project management
- Inadequate marketing/branding spend
- Duplication in overhead

OPPORTUNITIES

- Elimination of duplications through **ONE — ONE** leadership team, one revenue model, one legislative agenda, one office, one website, one phone number, one “back office” system
- A more comprehensive, competitive and compelling economic approach
- Expanded base of support
- Enhanced branding/marketing communications for the region

An ad hoc committee made up of past, current and future leaders of the two organizations is working on an overall integration plan and there are several workstreams underway.

Kendall Alley

Carol Lovin

Wes Beckner

Chris Kouri

Howard Bissell

Valecia McDowell

Malcomb Coley

Andrea Smith

Jesse Cureton

Jennifer Weber

Ned Curran

Judy Wishnek

LEADERSHIP

Ernie Reigel was appointed as Transition Director, a position created to lead the planning and execution of the integration until a CEO is in place in early 2019.

TALENT EVALUATION COMMITTEE

A sub-committee has been formed to identify the qualifications and characteristics for key leadership positions.

- A national search for a new CEO is underway led by Patti Gillenwater at Elinvar

LEGAL/ORGANIZATIONAL STRUCTURE

A team is leading the work to complete the following:

- Determine legal structure and related next steps, which may include bylaw changes, new filings, etc.
- Create org chart specific to the legal structure and scope of work for each
- Craft list of key questions to be addressed with respect to board structure, size, composition

FINANCIAL EVALUATION AND NEW ENTERPRISE PLANNING

Work is also being done on the following:

- Year-end financial projections and outstanding obligations for both organizations
- Revenue receivables and funding commitments
- Org structure and job descriptions
- Identification of efficiencies
- New revenue model and implementation

COMMUNICATIONS AND BRANDING

A team is leading this work with the help of marketing communications firm Wray Ward to develop the following:

- Naming and branding for the new organization
- Messaging and communications around the transition